

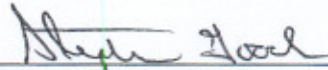
LUMPKIN COUNTY RESOLUTION NO. 2008-62

A RESOLUTION TO ADOPT A STRATEGIC PLAN FOR LUMPKIN COUNTY

Whereas, the governing authority of Lumpkin County desires to adopt a strategic plan to establish a methodology for setting goals defining success criteria;

Now therefore, it is hereby resolved that the Strategic Plan attached hereto as Exhibit "A," which is by reference incorporated herein, and which shall be known as Lumpkin County Government's Strategic Plan 2009-2011, is hereby

Resolved, adopted and effective this 18th day of December, 2008.



Stephen W. Gooch, Chairman
Lumpkin County Board of Commissioners

Attest:



Ruth A. Bohac
Clerk, Lumpkin County



**Lumpkin County Government's
Strategic Plan
2009 - 2011**

December 18, 2008

**99 Courthouse Hill
Dahlonega, GA 30533**

www.lumpkincounty.gov

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LUMPKIN COUNTY BOARD OF COMMISSIONERS

"Dr. John" Raber
District 1

Deborah A. Hutcheson
District 2

Stephen W. Gooch
Chairman

Clarence Stowers
District 3

Clarence Grindle
District 4



November 4, 2008

To the Board of Commissioners:

We, the strategic planning team, are pleased to present to you the first ever Strategic Plan for Lumpkin County. We were dedicated to the process and had a strong desire to create a plan that would uphold our vision. We worked both individually as well as a team to accomplish this task. Our focus and goal was to have a finished document that addressed the wants/needs of all the citizens of Lumpkin County. Our task was seriously undertaken to help create a Lumpkin County we can all be proud of now and in the future.

As members of the planning team, we met multiple times and worked numerous hours to develop this plan. The team concept has become a cornerstone to our strategic planning process and has become an approach that we use daily; one that has already produced several benefits such as enhancing collaboration, networking, gaining a better understanding of other people's roles and responsibilities, and given us perspective to meet challenges as a team. This process has made us aware of the need to develop innovative solutions to meet our goals and to overcome the challenges we face daily.

We began meeting weekly in February and by following the Strategic Planning Process we were able to formulate vision and mission statements which led to the creation of the following four core strategies:

- 1 Improve and maintain a safe environment
- 2 To create and maintain a higher quality of Life
- 3 Preserve, support and promote the history and heritage of Lumpkin County
- 4 Develop our community by using internal and external resources to plan for the future

Once the core strategies were in place, we developed action items and key success measures for each strategy to keep the plan on track and measure the success of the plan during each stage of implementation. The Elected Officials of Lumpkin County identified the key stakeholders in the plan and we chose a representative sample of each major group and used them to obtain feedback on each step of the plan. This feedback was crucial to make sure our plan was meeting the needs of all citizens in Lumpkin County.

The Strategic Plan for Lumpkin County is a living document, one that will change over time. We support this plan as the start of Strategic Planning in Lumpkin County and encourage its adoption and future modification of action items and key success measures as conditions and financial situations change in and around Lumpkin County.

We wish to thank the reviewers of the plan for their time and thoughtful responses. We also wish to thank the Board of Commissioners and the County Manager for giving us the opportunity to work on this plan and for their leadership and sincere desire to make our County a model local government that works for all citizens.

Respectfully submitted,

Mary Flowers

John P. Sellers

Donald L. Huesel

Donald L. Seabolt

Russ Baker

Lail Monroe

Jim Shippard

Edward M. Eggert

C Allison Martin

John R.



LUMPKIN COUNTY BOARD OF COMMISSIONERS

Stanley J. Kelley
County Manager



November 4, 2008

Lumpkin County Board of Commissioners
99 Courthouse Hill, Suite A
Dahlonega, GA 30533

Dear Board of Commissioners:

We are pleased to present the Lumpkin County Strategic Plan to the Board of Commissioners. This Plan will serve as the blueprint to guide and direct our work for the next three years. The Plan is a combination of effort from all facets of the County Government and community. It identifies the long term needs and requirements of the key stakeholders and provides a strategic direction to meet those needs. Additionally, it compliments the County's Comprehensive Plan Short Term Work Program.

The planning process has been long, but at the same time it has been very rewarding. The process began with the Board of Commissioners and County Elected Officials identifying those who have the greatest stake in the Plan's success. Those stakeholders have been consulted throughout the planning process by the planning team and have added value to the Plan.

Four Core Strategies were identified to meet the needs of the key stakeholders of our government and community. Following those core strategies, action items were created along with key success measures to insure successful accomplishment of the strategies. The Core Strategies are:

1. *To improve and maintain a safe environment.*
2. *To create and maintain a higher quality of life.*
3. *To preserve, support and promote the history and heritage of Lumpkin County.*
4. *To develop our community by using internal and external resources to plan for the future of our community.*

The Lumpkin County Government management team is committed to the execution of this plan. They have devoted many hours to the Plan development and I am sure they will commit the necessary resources at their disposal to insure its success. I want to thank the Board of Commissioners for their leadership in this process and the planning team for their hard work and commitment to the development of this plan. Finally, I would like to thank all of our employees who I am convinced will make this plan a great success.

Sincerely,

Stan Kelley, County Manager

99 Courthouse Hill, Suite A • Dahlonega, Georgia 30533 • Phone: (706) 864-3742 • Fax: (706) 864-4760
E-mail: skelley@lumpkincounty.gov

The Strategic Management Process

Strategic Thinking is about clarifying the Direction and Vision of the whole organization – and its success measures and goals. It asks Five Strategic Thinking Questions – in sequence:

PHASE A: Where do we want to be?

PHASE B: How will we know when we get there?

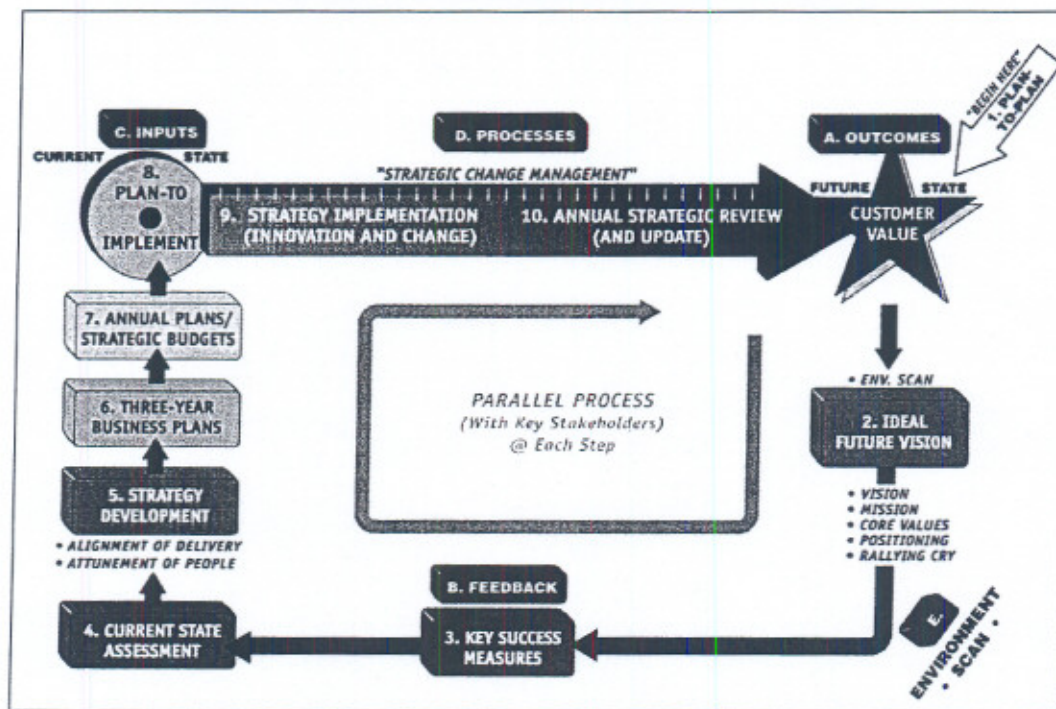
PHASE C: Where are we now?

PHASE D: How do we get there?

PHASE E: Ongoing: What will/may change in your environment in the future?

The County's Core Planning Team gave very thoughtful consideration to each one of the 5 phases of the Strategic Management Process as graphically depicted in the model below:

Strategic Management Process



One of the primary aspects of Strategic Management is that ...

People support what they help create.

Obtaining buy-in and support is critical from those who stand most to gain from the success of the plan, those who have most to lose if it is not successful, and those who are unable to see the value derived from the plan.

The County's Board of Commissioners and Constitutional Officers gave careful consideration to those who might have the greatest stake in their Plan's success. On multiple occasions, the Plan's planning team shared their work-in-progress on the Plan with key stakeholders to get feedback as to whether they were on track and obtained input on the things that would provide the most value to a given stakeholder.

Lumpkin County's Key Stakeholders and their Requirements

STAKEHOLDER – Businesses

- To do business in a safe and peaceful community
- Growth from increased sales
- Lower taxes
- Better Tax Structure
- Less Red Tape

STAKEHOLDER – City of Dahlonega

- To live in a safe and peaceful community
- Same service levels, and commitment as the County
- Better cooperation between the County and the City
- Better communications between the County and the City
- Bring down the silos between the two

STAKEHOLDER – County Employees

- To work and live in a safe and peaceful community
- Employment stability and security
- Good, competitive salaries
- More incentives
- Effective leadership
- Better benefits

STAKEHOLDER – Children of Lumpkin County

- To grow up in a safe and peaceful community
- Good parents
- Entertainment and recreation
- Opportunities
- Better jobs

STAKEHOLDER – Land and Property owners of Lumpkin County

- To live in a safe and peaceful community
- Protect all property rights
- Less restrictions and red tape
- Affordable taxes and relief from, taxes

STAKEHOLDER – Lumpkin County Taxpayers

- To live in a safe and peaceful community
- Good, reliable county services
- Lower taxes
- Fairness in decision making processes
- An efficiently run county government

Phase A

The IDEAL FUTURE: Vision / Mission / Values

"Ideally, what we aspire to be in the future"

Vision Statement

Lumpkin County will provide an environment that is safe and promotes a higher quality of life for those who live, work, and visit our community. We will innovatively manage our resources while preserving our heritage and planning for the future.

Mission Statement

In support of our Vision and Mission, the following principles will guide our day-to-day behavior and decision-making. We will be:

- Ethical
- Dependable
- Honest
- Committed
- Dedicated
- Known for strong values for service to others
- Good stewards of Lumpkin County government
- Fair
- Unbiased

The Ideal Future

The Ideal Future or Desired Outcome for the future (vision) gives an indication of how an organization wants to be positioned to achieve that vision (mission), and the principles that will guide its behavior as it tries to achieve that Ideal Future or Desired Outcome.

Lumpkin County Government officials sought input from both internal and external stakeholders to inform the development of their Vision and Mission. That picture of their Ideal Future served as a guide for the rest of their Plan.

Vision Statement

Lumpkin County, Georgia will be a local government grounded in the principals of ethics and dignity with a firm commitment to improve the quality of life for future generations by making responsible decisions today.

Mission Statement

Lumpkin County will provide an environment that is safe and promotes a higher quality of life for those who live, work, and visit our community. We will innovatively manage our resources while preserving our heritage and planning for the future.

Our Values

In support of our Vision and Mission, the following principles will guide our day-to-day behavior and decision-making. We will be:

- Ethical
- Dependable
- Honest
- Committed
- Dedicated
- Known for strong values for service to others
- Good stewards of Lumpkin County government
- Fair
- Unbiased

Phase B

Key Success Measures

"How will we measure our success in achieving our Vision and Mission?"

- Financial Success Measures:
- Fifty percent ratio of successful grant applications
 - Less than 3% deviation (+/-) of budgeted spending levels

- Employee Success Measures:
- Average Employee Survey -- 50% positive satisfaction score
 - Reduction in the number of voluntary turnover

- Key Stakeholder Success Measures:
- Increase average Citizen Survey satisfaction score
 - Maintain or increase number of partnerships with organizations that are focused on Lumpkin County's history and heritage

- Process Improvement Success Measures:
- 75% increase of online Web-Based applications and forms
 - Number reduction of County:
 - o Employee job injuries
 - o Vehicle accidents; and
 - o Equipment accidents

Data to be collected to establish baseline values

Key Success Measures

Key Success Measures convert the Desired Outcomes of your Ideal Future to quantifiable reality. They tell you whether you are on track with achieving your Desired Outcomes. Ideally, they measure results, not activities and efforts.

These strategic measures indicate how effectively and efficiently the strategic plan is being implemented, and whether or not it is adding value to its key stakeholders.

Lumpkin County Government keeps track of a significant amount of data. For the purpose of this planning effort, they focused on those that were more strategic.

Key Success Measures**Financial Success Measures:**

- Fifty percent ratio of successful grant applications
- Less than 3% deviation (+/-) of budgeted spending levels

Employees Success Measures:

- Average Employee Survey – 50% positive satisfaction score¹
- Reduction in the number of voluntary turnover

Key Stakeholders Success Measures:

- Increase average Citizen Survey satisfaction score¹
- Maintain or increase number of partnerships with organizations that are focused on Lumpkin County's history and heritage¹

Process Improvements Success Measures:

- 75% increase of online Web-Based applications and forms¹
- Number reduction of County:
 - Employee job injuries;
 - Vehicle accidents; and
 - Equipment accidents

¹Data to be collected to establish baseline values.

Phase C Delivering Value

*"Actions that will close the gap between our
current state and the future"*

Core Strategies

Strategies are the "critical few" things that will bridge the gap between where the organization is today and where it hopes to be in the future. These are the "gap closers". Strategies improve focus, unify departmental efforts, and should drive the budget (not vice versa.) They also make implementation clearer, more executable, and sustainable. Thus, they are also the "glue" and "organizing framework" for all parts of the government.

The Planning Team identified some core Strategies that they believe will "move the needle" towards becoming the government they aspire to be.

Core Strategies

Lumpkin County's Core Strategies that will move us towards our desired outcomes for the year 2011.

Strategy #1:

Improve and maintain a safe environment

Strategy Statement:

All public services will enhance safety through knowledge, teamwork, continuous training, public education and improved infrastructure.

Strategy #2:

To create and maintain a higher quality of life

Strategy Statement:

To improve policies, procedures, facilities and implement quality control measures that will enable staff to provide a higher level of service to the citizens of Lumpkin County.

Strategy #3:

Preserve, support and promote the history and heritage of Lumpkin County

Strategy Statement:

Identify, protect, promote and preserve the buildings, locations, and records that have historical and cultural significance.

Strategy #4:

Develop our community by using internal and external resources to plan for the future

Strategy Statement:

Research, plan, develop, and implement policies that will promote responsible development to ensure a safe environment, a high quality of life, while preserving our history and heritage.

Improve & Maintain Safe Environment	Create & Maintain Higher Quality of Life	Preserve, Support & Promote History & Heritage	Use Internal & External Resources to Plan for the Future
Employee Success Measures	Financial Success Measures	Financial Success Measures	Financial Success Measures
Key Stakeholders Success Measures	Key Stakeholders Success Measures	Key Stakeholders Success Measures	Key Stakeholders Success Measures
Process Improvement Success Measures	Process Improvement Success Measures	Process Improvement Success Measures	Process Improvement Success Measures

Strategy #1:

Improve and maintain a safe environment

Strategy #2:

To create and maintain a higher quality of life

Strategy #3:

Preserve, support and promote the history and heritage of Lumpkin County

Strategy #4:

Develop our community by using internal and external resources to plan for the future.

Our Strategies'

Alignment with Our Key Measures

The Alignment of Our Strategies

To ensure our strategies are aligned with our Key Success Measures, the following chart maps out the alignment of each of the strategies with the measures. This process ensures we can track the effectiveness, efficiency, and the intended impact of each strategy.

Improve & Maintain Safe Environment	Create & Maintain Higher Quality of Life	Preserve, Support & Promote History & Heritage	Use Internal & External Resources to Plan for the Future
Employee Success Measures	Financial Success Measures	Financial Success Measures	Financial Success Measures
Key Stakeholders Success Measures	Key Stakeholders Success Measures	Key Stakeholders Success Measures	Employee Success Measures
Process Improvement Success Measures	Process Improvement Success Measures	Process Improvement Success Measures	Key Stakeholders Success Measures
			Process Improvement Success Measures

Strategy #1:

Improve and maintain a safe environment

Strategy #2:

To create and maintain a higher quality of life

Strategy #3:

Preserve, support and promote the history and heritage of Lumpkin County

Strategy #4:

Develop our community by using internal and external resources to plan for the future.

Phase C

Delivery of Value

Strategic Action Items for the next three years

Identified By Departments

Core Strategy #1

Strategy:

Improve and maintain a safe environment.

Strategy Statement (Definition):

All public services will enhance safety through knowledge, teamwork, continuous training, public education and improved infrastructure.

Strategic Actions Items:

Animal Shelter

- Continue to conduct safety and pro-active cleaning meetings and training
- Go to other animal shelters and websites for information on their latest safety and cleaning methods
- Purchase the necessary materials and tools to do the job correctly
- Provide additional training and education to the staff and volunteers

Election and Voter Registration

- Train poll workers and staff on conflict management/situation diffusion
- Move polling places to public buildings with adequate parking and safe traffic flow into/out of facility
- Ensure Deputies make rounds to polls and are readily available to go to the precincts
- Ensure Deputy coverage of the courthouse/election consolidation area prior to the close of the polls and during consolidation

Emergency Services

911 Center

- Continue to provide training for all employees

- Continue to work with other public safety departments to provide efficient 911 services to all departments as well as the public
- Continue to review and improve policies in the 911 center to improve the operations of the center with other public safety agencies
- Continue to make sure all public safety personnel are safe when on a call
- Develop a county wide emergency response and alarm system

Transit System

- Continue vehicle pre-trip inspections
- Continue Passenger Service and Safety training to Drivers
- Continue driver training for drivers

Extension Office

- Provide pesticide training for private and commercial applicators
- Provide training to agricultural producers biological and agricultural security
- Promote "Fire-wise" landscape principles
- Work with Agricultural producers to prevent fire hazards to barns and stack houses
- Maintain a stock of basic equipment for the initial response to a serious animal disease outbreak
- Promote healthy lifestyle choices among youth through the county 4-H program
- Provide opportunities for youngsters to learn safe firearms use through the 4-H Shooting Sports Program

Financial Administration

- Research new revenue sources to lessen tax burden
- Seek grant funding for training and infrastructure
- Encourage citizen involvement in and understanding of government processes through education and informational handouts
- Train employees on safety procedures

Fire / EMS

- Continue to provide quality training for Fire/EMS staff
- Conduct Fire Safety inspections of all Fire/EMS equipment, apparatus and local businesses
- Maintain vehicle safety at NFPA standards
- Provide rapid mitigation of all environmental spills and leaks

Human Resources

- Obtain safety coordinator certification
- Expand safety awards program
- CPR Training for all employees (divided 1/3 per year)
- Arrange appropriate safety training for departments

Parks and Recreation

- Provide safety, CPR and first aid training for all employees, coaches and referees
- Conduct internal monthly safety meetings
- Ensure that all Park and Recreation facilities, fields, etc. are in compliance with the American Disabilities Act

Planning

- Improve Plan review by tasking person as a planner
- Increase project inspections
- Develop enforcement Standard Operation Procedures

Public Library

- Continue to provide safety information and literature to the general public
- Provide additional safety training and education to the staff and volunteers
- Revise current Disaster Plan to include disaster recovery procedures

Public Works

- Conduct safety inspections of equipment
- Insure quality training for staff
- Conduct road and right-a-way safety inspections
- Coordinate with FA DOT to develop a bicycle and pedestrian route plan on County and State roads
- Develop a long range transportation plan

Senior Center

- Conduct bi-weekly in-house training on safety issues (e.g. Fall prevention)
- Use Website for providing senior safety tips
- Initiate facility inspections monthly for safety compliance

- Show safety videos and invite speakers on the subject of senior safety
- Solicit feedback on senior citizens' concerns

Sheriff's Office

- Continue to provide and acquire professional training for all employees
- Continue to review and improve S.O.P. for Sheriff's Office operations
- Conduct safety inspections on all vehicles, equipment and facilities
- Continue to work with other law enforcement and County agencies to provide the public with excellent services

Tax Assessor's Office

- Attend County Safety meetings. Post and distribute safety literature and flyers
- Provide continuous safety training
- Provide adequate safety items in county vehicles and the office environment to include fire extinguishers and first aid kits
- Provide employees with protective equipment and clothing
- Follow scheduled maintenance on county vehicles and office equipment
- Proper Identification worn and displayed by all employees
- Maintain proper organization and cleanliness in the office environment
- Initiate county emergency response phone number for all employees

Core Strategy #2**Strategy:**

To create and maintain a higher quality of life.

Strategy Statement (Definition):

To improve policies and procedures, and implement quality control measures that will enable staff to provide a higher level of service to the citizens of Lumpkin County.

Strategic Actions Items:**Animal Shelter**

- Purchase the most efficient, dependable and money-saving equipment for the shelter

- Maintain and work diligently to keep the shelter clean and environmentally safe for all

Election and Voter Registration

- Purchase adequate number of voting units in order to reduce wait time/lines
- Ensure poll workers and staffs are well trained/informed and able to answer voter questions
- Move polling places to central and convenient locations with heat/air
- Increase ads and public notification of more convenient voting – absentee and advance voting locations and times as well voting by mail instructions
- Change absentee/advance location to a central, modern, convenient area in tandem with election office
- Redesign precinct layout to make flow easier to understand, make voting more private
- Post directional signs at each poll worker station, in numerical order with arrows so that the voters may easily understand where to go and what to do
- Staff and poll worker customer service training
- Increase online services

Emergency Services

911 Center

- Continue to improve response time
- Keep up with new equipment and technology to increase the level of service delivery
- Work with other departments to start a ride along program so dispatchers can actually see what happens in the field. Also other public safety departments send their personnel to dispatch so they will know what the dispatchers are doing
- Implement Phase 2 cell phone service to locate cell phone callers

Transit System

- Stay up to date on new scheduling software
- Work on better scheduling to cut costs
- Make sure that public transportation is available when needed

Extension Office

- Work to enhance sustainability and profitability of Agricultural production
- Provide support to Civic Clubs and Garden Clubs through educational presentations

- Provide educational and recreational opportunities for youth through the 4-H program
- Recruit and train Master Gardener Volunteers to multiply outreach
- Collaborate with other agencies to enhance lifelong learning
- Cooperate with the City of Dahlonega on urban forest management through the Tree Board and Tree City USA Programs
- Begin five year replacement program on office computers.

Financial Administration

- Explore grants to promote industrial growth
- Explore budget saving ideas to keep taxes low
- Encourage citizen involvement in and understanding of government processes through education and informational handouts
- Develop policies to make work flow smoother / more efficient
- Foster an environment that promotes excellent customer service

Fire / EMS

- Review State, National Codes and Standards and adapt the ones that apply to Lumpkin County
- Provide departmental customer service training for all personnel
- Expand current CPR/AED training to other departments
- Provide annual physicals and testing for all departmental personnel

Human Resources

- Stay current on employee regulations and issues
- Collaborate with Department Heads, Elected Officials, Constitutional Officers, as needed, on HR issues
- Explore opportunities to enhance employee benefit package (Survey employees)
- Post selected HR forms on -line

Parks and Recreation

- Staff training in the field of recreation:
 - Georgia Recreation Parks Assoc. Classes
 - Onsite computer training
 - Have successful P&R department representative speak to staff – share innovative ideas
- Develop processes to insure that citizens' concerns are addressed:

- Information improvement
 - Have a website that P&R can update regularly
 - Obtain more advanced signage to include digital marquee at concessions
 - Obtain more user friendly software for citizens/staff
 - Create mass e-mail system
- Conduct Surveys
 - Online Surveys
 - Suggestion Boxes at concessions

Planning

- Revise regulations to minimize ambiguities
- Train inspectors
- Research applicability of Transferable Development Rights in Lumpkin County
- Train builders / developers on regulations
- Develop regulations to allow lower cost housing
- Increase county water and sewer service areas
- Develop and implement a master plan for reservoir property

Public Library

- Provide educational opportunities to the public through Lifelong Learning programs
- Provide educational and recreational opportunities for youth through story time and teen programs
- Offer after-school workshops for school-aged children
- Collaborate with other agencies to enhance Lifelong Learning opportunities

Public Works

- Utilize current technologies on all projects
- Continue to upgrade standards for road paving
- Continue to build new roads and bring gravel roads up to today's standards

Senior Center

- Survey community to determine senior needs

- Research and stay ahead of "Silver Tsunami" (large number of Baby Boomers who are becoming age 60 and over) in order to be better prepared for their entry into the county system
- Expand and promote services/programs to be inclusive of all seniors in the community
- Continue staff education and skill improvements
- Review and update operational plan annually to improve effectiveness

Sheriff's Office

- Continue to improve the response times for emergency and non-emergency calls for service
- Implement up-to-date equipment and technology advancements for better service
- Continue to develop a community-oriented Sheriff's Office

Tax Assessor's Office

- Initiate county emergency response phone number for all employees
- Purchase current software and equipment to remain competitive with today's technology
- Provide adequate training
- Maintain current certifications
- Increase online services utilizing internet access

Core Strategy #3**Strategy:**

Preserve, support and promote the history and heritage of Lumpkin County.

Strategy Statement (Definition):

Identify, protect, promote and preserve the buildings, locations, and records that have historical and cultural significance.

Strategic Actions Items:**Animal Shelter**

- Maintain and preserve accurate information on the animals, coming into and leaving the shelter
- Continue to work with other humane societies in order to create a history of positive service with them

Election and Voter Registration

- Donate all voting rosters past the records retention requirement to the local library for genealogy and other research
- Donate or display old voting district maps
- Create a link on our web page to the old district maps and militia district maps
- Continue to update the web page with election return data, voter statistics and other data

Emergency Services911 Center

- Train personnel to be aware of historical significance of the area
- Keep better record of the history of the county and the public safety departments

Transit System

- Continue good record keeping

Extension Office

- Cooperate with local government and historical society on matters related to landscaping and maintenance of Historical Buildings
- Cooperate with Appalachian Studies Center on special projects such as heirloom gardens and "America by Food"
- Preserve historic files and office records
- Cooperate with Dahunega on matters related to the preservation and maintenance of historic trees

Financial Administration

- Train workforce in proper record retention methods
- Seek grants and funding for archiving and purchases of historic places
- Offer and encourage citizens in understanding of government processes through education and informational handouts

Fire / EMS

- Train personnel on methods and procedures that will limit damage to historical artifacts and sites

Human Resources

- Follow recommended records retention schedules
- Preserve records and photos of events

Parks and Recreation

- Work with public and private agencies and support groups to include Historical organizations to renovate Capt. MacDonald's House
- Explore having an interpretive Center at the House once it is renovated
- Provide and facilitate classes/guided tours of trails/park and interpret the native plants, gold mines and Capt. MacDonald's House within the Yahoola Creek Park; through help with volunteer groups such as trail conservancy and historical societies/groups

Planning

- Revise Land Use Code to allow credits for preservation of historic places
- Identify historical buildings and locations through Geographical Information Systems (GIS)

Public Library

- Cooperate with Appalachian Studies Center on special projects of historical significance
- Cooperate with the Senior Center to record history of seniors in Lumpkin County
- Develop procedures for the library as a repository including
 - offering a "What not to Throw Away" Workshop
 - digitizing current records/holdings
 - locating, obtaining, cataloging, and digitizing historical maps
 - obtaining record retention schedules for the county
 - gathering photos of local historical sites (buildings, graves, etc.)
 - working in cooperation with the tax assessor's office to make maps available to the public
- Catalog and update family files to make them more accessible to the public
- Partner with schools for local history projects
- Continue to preserve family and historical records currently held by the Lumpkin County Library by:
 - developing procedures – volunteer – control
 - partnering with NGC history interns
 - Investigating new partnerships with Appalachian Studies Center
 - investigate grant opportunities for record preservation

Public Works

- Recommend having roads and facilities named after historically significant people and events

Senior Center

- Promote events quarterly to honor past
- Record history of seniors of Lumpkin County
- Visit historical sites

Sheriff's Office

- Support other agencies within the county by providing security and personnel for functions and festivals
- Train deputies to be aware of buildings with historical significance

Tax Assessor's Office

- Preserve electronic and paper mapping data
- Secure historical aerial Imagery

Core Strategy #4**Strategy:**

Develop our community by using internal and external resources to plan for the future.

Strategy Statement (Definition):

Research, plan, develop, and implement policies that will promote responsible development to ensure a safe environment, a high quality of life, while preserving our history and heritage.

Strategic Actions Items:**Animal Shelter**

- Build a state-of-the-art facility to keep up with the new guidelines and state laws that are required for an environmentally safe haven

Office of the County Manager

- Reconfigure the county's current organizational structure in order to streamline operations and provide more effective and efficient services to the public

- This would be accomplished by the following:
 - Create a position of Director of Community Services to better monitor and improve the following services and departments: recycling, transportation, Parks and Recreation, Animal Shelter, Elections, Senior Center and the Airport.
 - Increase the Director of Finance Administration duties to include information technology. Current duties include maintaining control of public buildings, finance, and purchasing.
 - Director of Human Resources would remain unchanged.
 - The Director of Planning and Development would monitor code enforcement and inspections, planning and GIS.
 - Remove the responsibility of the airport from The Director of Public Works leaving more time to manage the Road Department and the Transfer Station.
 - Remove public transportation responsibilities from The Director of Emergency Services to better concentrate on 911, Fire and EMS services.
- Appoint county IT team to include a Consultant
- Develop and prioritize a detailed work plan to upgrade the County's IT capabilities
- Website, computer equipment in all County Departments to support a Countywide IT system, plan to include cost of program
- Develop Policies / Procedures for IT program and management of website
- Training for Commissioners, County Manager, Department Heads and Staff
- Create a county-wide replacement schedule for computers.

Election and Voter Registration

- Increase the number of voting units yearly as the voter population increases
- Election office removed from elected official's area to an area large enough to accommodate the increase in equipment
- Inventory scanning system to track and inventory equipment to ensure security of the system
- Security system for the election equipment storage area. (C) 2011

Emergency Services

911 Center

- Continue to look for grant opportunities for new equipment

- Develop a plan to upgrade equipment every three to five years

Transit System

- Develop a plan to add more personnel as needed
- Look at expanding the transit system as needed
- Continue to work with DOT on replacement of vehicles

Extension Office

- Participate in Strategic Planning updates
- Participate in community planning program like "Better Hometown"
- Participate in Leadership Lumpkin County programs and work to build Agricultural awareness levels in the county
- Work with City and County on matters relating to the preservation of green-space
- Communicate emerging issues to residents, Agricultural producers and local government and help address them through educational programs
- Involve local citizens in advisory boards and extension leadership program to provide timely input

Financial Administration

- Train workforce in use of available data for planning purposes
- Explore alternative revenue sources to lessen tax burden
- Offer and encourage citizens in understanding government processes through education and informational handouts
- Provide accurate and timely data to leaders so they can make informed decisions
- Research new financial management software
- Develop facilities maintenance program

Fire / EMS

- Keep the vehicle and equipment replacement program current
- Continue to look for grant opportunities
- Increase staffing levels of paid fire fighters at understaffed stations every three years
- Build additional fire stations as growth allows until all major occupied areas are covered within 5 miles in the county and 2.5 miles in the city

Human Resources

- Locate adequate office space for HR
- Expand HR staff by one full time employee

- Provide department head training on current topics, best practices and services offered
- Update time and attendance system

Parks and Recreation

- Develop and implement the Master Plan for Blackburn Park
- Look at trends in recreational activities, athletics and events. National and local -
 - surveys
 - National Recreation and Park Association

Planning

- Develop transportation Plan to include transportation Center
- Work with other public and private entities on feasibility study of a new regional airport
- Obtain new software to allow Geographical Information Systems information to be available to all departments
- Hire additional Geographical Information Systems (GIS) staff

Public Library

- Build a state-of-the-art facility that encourages lifelong learning opportunities to the public and provides a central repository for Lumpkin County historical information
- Participate in Strategic Planning updates
- Apply for more grants

Public Works

- Implement 20-year road plan
- Apply for DOT funds adhering to funding guidelines
- Develop and implement a rotation or replacement plan for equipment

Senior Center

- Survey successful Senior Centers in fast growing counties to be prepared for growth
- Monitor demographic of Lumpkin County as it changes to reflect growing senior populations
- Monitor adherence to state and federal policies and change as needed
- Apply for more grants

Sheriff's Office

- Continue to obtain grants for equipment and personnel
- Continue steps toward obtaining state certification

Tax Assessor's Office

- Incorporate shared GIS (Geographical Information Systems) data between departments and other county agencies
- Expand office to facilitate a conference room and adequate storage for growing areas

Strategic Action Items for the next three years

Strategy #1: Improve and maintain a safe environment

Strategy Statement: All public services will enhance safety through knowledge, teamwork, continuous training, public education and improved infrastructure.

Strategic Action Items	Priorities	Office or Department	Implementation Date
Continue to have safety and pro-active cleaning meetings and training	Critical	Animal Shelter	on-going
Go to other animal shelters and websites for information on their latest safety and cleaning methods	Important	Animal Shelter	2011
Purchase the necessary materials and tools to do the job correctly	Critical	Animal Shelter	2009
Provide additional training and education to the staff and volunteers	Critical	Animal Shelter	on-going
Train poll workers and staff on conflict management/situation diffusion	Important	Election	on-going
Move polling places to public buildings with adequate parking and safe traffic flow into/out of facility	Critical	Election	2009
Ensure Deputies make rounds to polls and are readily available to go to the precincts	Important	Election	on-going
Ensure Deputy coverage of the courthouse/election consolidation area prior to the close of the polls and during consolidation	Important	Election	on-going
Continue to provide training for all employees	Critical	EMS 911	on-going
Continue to work with other public safety departments to provide efficient 911 services to all departments as well as the public	Critical	EMS 911	on-going
Continue to review and improve policies in the 911 center to improve the operations of the center with other public safety agencies	Critical	EMS 911	on-going
Continue to make sure all public safety personal are safe when on a call	Critical	EMS 911	on-going
Develop a county wide emergency response and alarm system	Critical	EMS 911	2010
Continue vehicle pre-trip inspections	Critical	EMS Transit	on-going
Continue Passenger Service and Safety training to Drivers	Critical	EMS Transit	on-going
Continue driver training for drivers	Critical	EMS Transit	on-going
Provide pesticide training for private and commercial applicators	Critical	Extension Office	on-going
Provide training to agricultural producers biological and agricultural security	Critical	Extension Office	on-going
Promote "Fire-wise" landscape principles	Important	Extension Office	on-going
Work with Agricultural producers to prevent fire hazards to barns and stack houses	Critical	Extension Office	on-going
Maintain a stock of basic equipment for the initial response to a serious animal disease outbreak	Critical	Extension Office	on-going
Promote healthy lifestyle choices among youth through the county 4-H program	Important	Extension Office	on-going
Provide opportunities for youngsters to learn safe firearms use through the 4-H Shooting Sports Program	Important	Extension Office	on-going
Research new revenue sources to lessen tax burden	Critical	Finance	on-going
Seek grant funding for training and infrastructure	Critical	Finance	on-going

Strategy #1 continued

Encourage citizen involvement in and understanding of government processes through education and informational handouts	Important	Finance	on-going
Train employees on safety procedures	Important	Finance	on-going
Continue to provide quality training for Fire/EMS staff	Critical	Fire	on-going
Conduct Fire Safety inspections of all Fire/EMS equipment, apparatus and local businesses	Critical	Fire	2010
Maintain vehicle safety at NFPA standards	Critical	Fire	on-going
Provide rapid mitigation of all environmental spills and leaks	Critical	Fire	2009
Obtain safety coordinator certification	Critical	HR	on-going
Expand safety awards program	Critical	HR	on-going
CPR Training for all employees (divided 1/3 per year)	Critical	HR	2009-2011
Arrange appropriate safety training for departments	Critical	HR	on-going
Provide safety, CPR and first aid training for all employees, coaches and referees	Show Stopper	P&R	2009
Conduct internal monthly safety meetings	Critical	P&R	2009
Ensure that all Park and Recreation facilities, fields, etc. are in compliance with the American Disabilities Act	Critical	P&R	2011
Improve Plan review by tasking person as a planner	Important	Planning	2010
Increase project inspections	Critical	Planning	2009
Develop enforcement Standard Operation Procedures	Critical	Planning	2009
Continue to provide safety information and literature to the general public		Public Library	on-going
Provide additional safety training and education to the staff and volunteers		Public Library	
Revise current Disaster Plan to include disaster recovery procedures		Public Library	
Conduct safety inspections of equipment	Critical	Public Works	on-going
Insure quality training for staff	Important	Public Works	on-going
Conduct road and right-a-way safety inspections	Important	Public Works	on-going
Conduct bi-weekly in-house training on safety issues (e.g. Fall prevention)	Important	Senior Center	on-going
Use Website for providing senior safety tips	Important	Senior Center	on-going
Initiate facility inspections monthly for safety compliance	Critical	Senior Center	on-going
Show safety videos and invite speakers on the subject of senior safety	Important	Senior Center	on-going
Solicit feedback on senior citizens' concerns	Important	Senior Center	on-going
Continue to provide and acquire professional training for all employees	Important	Sheriff's Office	on-going
Continue to review and improve S.O.P. for Sheriff's Office operations	Important	Sheriff's Office	on-going
Conduct safety inspections on all vehicles, equipment and facilities	Important	Sheriff's Office	on-going
Continue to work with other law enforcement and County agencies to provide the public with excellent services	Important	Sheriff's Office	on-going
Attend County Safety meetings post and distribute safety literature and flyers	Critical	Tax Assessor	on-going
Provide continuous safety training	Critical	Tax Assessor	on-going
Provide adequate safety items in county vehicles and the office environment to include fire extinguishers and first aid kits	Critical	Tax Assessor	on-going
Provide employees with protective equipment and clothing	Critical	Tax Assessor	on-going

Strategy #1 continued

Follow scheduled maintenance on county vehicles and office equipment	Critical	Tax Assessor	on-going
Proper Identification worn and displayed by all employees	Critical	Tax Assessor	on-going
Maintain proper organization and cleanliness in the office environment	Critical	Tax Assessor	on-going
Initiate county emergency response phone number for all employees	Important	Tax Assessor	2010

Strategic Action Items for the next three years**Strategy #2: To create and maintain a higher quality of life**

Strategy Statement: To improve policies and procedures, and implement quality control measures that will enable staff to provide a higher level of service to the citizens of Lumpkin County.

Strategic Action Items	Priorities	Office or Department	Implementation Date
Purchase the most efficient, dependable and money-saving equipment for the shelter	Critical	Animal Shelter	2009
Maintain and work diligently to keep the shelter clean and environmentally safe for all	Critical	Animal Shelter	2009
Purchase adequate number of voting units in order to reduce wait time/lines	Show Stopper	Election	2009
Ensure poll workers and staff are well trained/informed and able to answer voter questions	Show Stopper	Election	on-going
Move polling places to central and convenient locations with heat/air	Critical	Election	2009
Increase ads and public notification for: o more convenient early voting o voting locations and times o voting by mail instructions	Important	Election	on-going
Change absentee/advance location to a central, modern, convenient area in tandem with election office	Critical	Election	2009
Redesign precinct layout to make flow easier to understand and make voting more private	Critical	Election	on-going
Post directional signs at each poll worker station, in numerical order with arrows so that the voters may easily understand where to go and what to do	Critical	Election	on-going
Staff and poll worker customer service training	Critical	Election	on-going
Increase online services	Critical	Election	on-going
Continue to improve the time from incoming call until the call is dispatched (Receipt to Dispatch by Department)	Critical	EMS 911	on-going
Keep up with new equipment and technology to increase the level of service delivery	Critical	EMS 911	on-going

Strategy #2 continued

Work with other departments to start a ride along program so dispatchers can actual see what happens in the field. Also other public safety departments send their personnel to dispatch so they will know what the dispatchers are doing	Critical	EMS 911	on-going
Implement Phase 2 cell phone service to locate cell phone callers	Critical	EMS 911	2009
Stay up to date on new scheduling software	Critical	EMS Transit	on-going
Work on better scheduling to cut down costs	Critical	EMS Transit	on-going
Make sure that the public transportation is available when needed	Critical	EMS Transit	on-going
Work to enhance sustainability and profitability of Agricultural production	Show Stopper	Extension Office	on-going
Provide support to Civic Clubs and Garden Clubs through educational presentations	Critical	Extension Office	on-going
Provide educational and recreational opportunities for youth through the 4-H program	Show Stopper	Extension Office	on-going
Recruit and train Master Gardener Volunteers to multiply outreach	Critical	Extension Office	on-going
Collaborate with other agencies to enhance lifelong learning	Important	Extension Office	on-going
Cooperate with the City of Dahlonega on urban forest management through the Tree Board and Tree City USA Programs	Important	Extension Office	on-going
Increase 4-H Program Assistant position from 19 hrs to full time	Important	Extension Office	2011
Begin 5 year replacement program on office computers	Important	Extension Office	2010
Explore grants to promote industrial growth	Critical	Finance	on-going
Explore budget saving ideas to keep taxes low	Critical	Finance	on-going
Encourage citizen involvement in and of understanding of government processes through education and informational handouts	Important	Finance	on-going
Develop policies to make work flow of office smoother / more efficient	Critical	Finance	on-going
Foster an environment that promotes excellent customer service	Important	Finance	on-going
Research State, National Codes and Standards and enforce the ones that apply to Lumpkin County	Critical	Fire	on-going
Provide departmental customer service training for all personnel	Critical	Fire	2009
Expand current CPR/AED training to other departments	Critical	Fire	on-going
Provide annual physicals and testing for all departmental personnel	Show Stopper	Fire	2010
Stay current on employee regulations and issues	Show Stopper	HR	on-going
Collaborate with Department Heads., EO (Elected Officials), Constitutional Officers, as needed, on HR issues	Critical	HR	on-going
Explore opportunities to enhance employee benefit package (Survey employees)	Critical	HR	on-going
Post selected HR forms on -line	Critical	HR	on-going
Staff training in the field of recreation:			
o Georgia Recreation Parks Assoc. Classes	Important	P&R	2009
o Onsite computer training			2010

Strategy #2 continued			
o Have successful P&R department representative to speak to staff – share innovative ideas			2009
Develop processes to insure that citizens' concerns are addressed: Information improvement o Have a website that P&R can update regularly o Have more advanced signage to include digital marquee at concessions o Have more user friendly software for citizens/staff o Mass e-mail system Conduct Surveys o Online Surveys o Suggestion Boxes at concessions	Critical	P&R	2009
Revise regulations to minimize ambiguities	Critical	Planning	on-going
Train inspectors	Critical	Planning	on-going
Research applicability of Transferable Development Rights in Lumpkin County	Important	Planning	2010
Train builders / developers on regulations	Important	Planning	on-going
Develop regulations to allow lower cost housing	Important	Planning	2010
Increase county water and sewer service areas	Important	Planning	on-going
Develop and implement a master plan for reservoir property	Important	Planning	2010
Provide educational opportunities to the public through Lifelong Learning programs	Important	Public Library	2009
Provide educational and recreational opportunities for youth through story time and teen programs	Important	Public Library	2009
Offer after-school workshops for school-aged children	Important	Public Library	2009
Collaborate with other agencies to enhance Lifelong Learning opportunities	Important	Public Library	2009
Utilize current technologies on all projects	Important	Public Works	on-going
Continue to upgrade standards for road paving	Important	Public Works	on-going
Continue to build new roads and bring gravel roads up to today's standards	Important	Public Works	on-going
Coordinate with the GA DOT to develop a bicycle and pedestrian route plan on County and State roads	Important	Public Works	2011
Survey community to determine senior needs	Important	Senior Center	on-going
Research and stay ahead of "Silver Tsunami" (large number of Baby Boomers who are becoming age 60 and over) in order to be better prepared for their entry into the county system	Critical	Senior Center	on-going
Expand and promote services/programs to be inclusive of all seniors in the community	Critical	Senior Center	on-going
Continue staff education and skill improvements	Important	Senior Center	on-going
Review and update operational plan annually to improve effectiveness	Important	Senior Center	on-going
Continue to improve the response times for emergency and non-emergency calls for service	Important	Sheriff's Office	on-going
Implement up to date equipment and technology advancements for better service	Important	Sheriff's Office	on-going
Continue to develop a community oriented Sheriff's Office	Important	Sheriff's Office	on-going
Initiate county emergency response phone number for all employees	Important	Tax Assessor	2010

Strategy #2 continued

Purchase current software and equipment to remain competitive with today's technology	Critical	Tax Assessor	2010
Provide adequate training	Critical	Tax Assessor	on-going
Maintain current certifications	Critical	Tax Assessor	on-going
Increase online services utilizing internet access	Critical	Tax Assessor	2011

Strategic Action Items for the next three years**Strategy #3: Preserve, support and promote the history and heritage of Lumpkin County.**

Strategy Statement: Identify, protect, promote and preserve the buildings, locations, and records that have historical and cultural significance.

Strategic Action Items	Priorities	Office or Department	Implementation Date
Maintain and preserve accurate information on the animals, coming into and leaving the shelter	Critical	Animal Shelter	on-going
Continue to work with other humane societies in order to create a history of positive service with them	Important	Animal Shelter	2010
Donate all voting rosters past the records retention requirement to the local library for genealogy research, etc.	Important	Election	on-going
Donate or display old voting district maps	Important	Election	on-going
Create a link on our web page to the old district maps and militia district maps	Important	Election	on-going
Continue to update the web page with election return data, voter statistics data, etc.	Important	Election	on-going
Train personal to be aware of historical significance of the community	Critical	EMS 911	on-going
Keep better record of the history of the county and the public safety departments	Critical	EMS 911	on-going
Continue good record keeping	Critical	EMS Transit	on-going
Cooperate with local government and historical society on matters related to landscaping and maintenance of Historical Buildings	Important	Extension Office	on-going
Cooperate with Appalachian Studies Center on special projects such as heirloom gardens and "America by Food"	Important	Extension Office	on-going
Preserve historic files and office records	Important	Extension Office	on-going
Cooperate with Dahlonega on matters related to the preservation and maintenance of historic trees	Important	Extension Office	on-going
Train workforce in proper record retention methods	Critical	Finance	on-going
Seek grants and funding for archiving and purchases of historic places	Important	Finance	on-going
Encourage citizen involvement in and understanding of government processes through education and informational handouts	Important	Finance	on-going
Train personnel on methods and procedures that will limit damage to historical artifacts and sites	Critical	Fire	on-going

Strategy #3 continued

Follow recommended records retention schedules		HR	on-going
Preserve records, photos, etc. of events	Important	HR	on-going
Work with public and private agencies and support groups to include Historical organizations to renovate Capt. MacDonald's House	Important	P&R	2009
Explore having an interpretive Center at the House once it is renovated	Important	P&R	2011
Provide and facilitate classes/guided tours of trails/park and interpret the native plants, gold mines and Capt. MacDonald's House within the Yahoola Creek Park; through help with volunteer groups such as trail conservancy and historical societies/groups	Important	P&R	2010
Revise Land Use Code to allow credits for preservation of historic places	Important	Planning	2009
Identify historical buildings and locations through Geographical Information Systems (GIS)	Important	Planning	2009
Cooperate with Appalachian Studies Center on special projects of historical significance	Important	Public Library	2009
Cooperate with the Senior Center to record history of seniors in Lumpkin County	Important	Public Library	2009
Develop procedures for the library as a repository including <ul style="list-style-type: none"> o offering a "What not to Throw Away" Workshop o digitizing current records/holdings o locating, obtaining, cataloging, and digitizing historical maps o obtaining record retention schedules for the county o gathering photos of local historical sites (buildings, graves, etc.) o working in cooperation with the tax assessor's office to make maps available to the public 	Important	Public Library	2009
Catalog and update family files to make them more accessible to the public	Important	Public Library	2009
Partner with schools for local history projects	Important	Public Library	2009
Continue to preserve family and historical records currently held by the Lumpkin County Library by: <ul style="list-style-type: none"> o developing procedures – volunteer – control o partnering with NGC history interns o Investigating new partnerships with Appalachian Studies Center o investigate grant opportunities for record preservation 	Important	Public Library	2009
Recommend having roads and facilities named after historically significant people and events	Important	Public Works	on-going
Promote events quarterly to honor past	Important	Senior Center	on-going
Record history of seniors of Lumpkin County	Important	Senior Center	on-going
Visit historical sites	Important	Senior Center	on-going
Support other agencies within the county by providing security and personnel for functions and festivals	Important	Sheriff's Office	on-going
Train deputies to be aware of buildings with historical significance	Important	Sheriff's Office	on-going
Preserve electronic and paper mapping data	Show stopper	Tax Assessor	on-going
Secure historical aerial Imagery	Show stopper	Tax Assessor	on-going

Strategic Action Items for the next three years

Strategy #4: Develop our community by using internal and external resources to plan for the future.

Strategy Statement: Research, plan, develop, and implement policies that will promote responsible development to ensure a safe environment, a high quality of life, while preserving our history and heritage.

Strategic Action Items	Priorities	Office or Department	Implementation Date
Build a state-of-the-art facility to be able to keep up with the new guidelines and state laws that are required for an environmentally safe haven	Critical	Animal Shelter	2011
Reconfigure the county's current organizational structure in order to streamline operations and provide more effective and efficient services to the public. This would be accomplished by the following:			2010
<ul style="list-style-type: none"> o Create a position of Director of Community Services to better monitor and improve the following services and departments: recycling, transportation, Parks and Recreation, Animal Shelter, Elections, Senior Center and the Airport. o Increase the Director of Finance Administration duties to include information technology as well as maintain control of public buildings, finance, and purchasing. o Director of Human Resources would remain unchanged. o The Director of Planning and Development would monitor code enforcement and inspections, planning and GIS. o Remove the responsibility of the airport from The Director of Public Works leaving more time to manage the Road Department and the Transfer Station. o Remove public transportation responsibilities from The Director of Emergency Services in order to better concentrate on 911, Fire and EMS services. 	Critical	County Manager	
Appoint county IT team to include a Consultant	Critical	County Manager	2008
Develop and prioritize a detailed work plan to upgrade the County's IT capabilities	Critical	County Manager	2009
Website, computer equipment in all County Departments to support a Countywide IT system, plan to include cost of program	Critical	County Manager	2009
Develop Policies / Procedures for IT program and management of website	Critical	County Manager	2009
Training for Commissioners, County Manager, Department Heads and Staff	Critical	County Manager	2009
Install equipment and implement program countywide - all departments	Critical	County Manager	2010
Increase the number of voting units yearly as the voter population increases	Show Stopper	Election	on-going
Election office removed from elected official's area to an area large enough to accommodate the increase in equipment	Critical	Election	2009

Strategy #4 continued

Inventory scanning system to track and inventory equipment to ensure security of the system	Critical	Election	2011
Security system for the election equipment storage area.	Critical	Election	2011
Continue to look for grant opportunity for new equipment	Critical	EMS 911	on-going
Develop a plan to upgrade equipment every three to 5 years	Critical	EMS 911	on-going
Develop a plan to add more personnel as needed	Important	EMS Transit	on-going
Looking at expanding the transit system as needed	Critical	EMS Transit	on-going
Continue to work with DOT on replacement of vehicles	Critical	EMS Transit	on-going
Participate in Strategic Planning updates	Important	Extension Office	on-going
Participate in community planning program like "Better Hometown"	Important	Extension Office	on-going
Participate in Leadership Lumpkin County programs and work to build Agricultural awareness levels in the county	Important	Extension Office	on-going
Work with City and County on matters relating to the preservation of green-space	Important	Extension Office	on-going
Communicate emerging issues to residents, Agricultural producers and local government and help address them through educational programs	Critical	Extension Office	on-going
Involve local citizens in advisory boards and extension leadership program to provide timely input	Critical	Extension Office	on-going
Train workforce in use of available data for planning purposes	Critical	Finance	on-going
Research new revenue sources to lessen tax burden	Critical	Finance	on-going
Encourage citizen involvement in and understanding of government processes through education and informational handouts	Important	Finance	on-going
Provide accurate and timely data to leaders so they can make informed decisions	Critical	Finance	on-going
Research new financial management software	Show stopper	Finance	2009
Develop facilities maintenance program	Critical	Finance	on-going
Keep the vehicle and equipment replacement program current	Critical	Fire	on-going
Continue to look for grant opportunities	Show Stopper	Fire	on-going
Increase staffing levels of paid fire fighters at understaffed stations every three years	Critical	Fire	2011
Build additional fire stations as growth allows until all major occupied areas are covered within 5 miles in the county and 2.5 miles in the city	Critical	Fire	2011
Locate adequate office space for HR	Critical	HR	2009
Expand HR staff by one full time employee	Critical	HR	2010
Provide department head training on current topics, best practices and services offered	Critical	HR	on-going
Update time and attendance system	Show stopper	HR	2009
Develop and implement the Master Plan for Blackburn Park	Critical	P&R	2009
Look at the trends of the recreational activities, athletics and events, National and local through: o surveys	Important	P&R	2009

Strategy #4 continued

o National Recreation and Park Association			
Develop transportation Plan to include transportation Center	Critical	Planning	2010
Work with other public and private entities on feasibility study of a new regional airport	Important	Planning	2010
New software to allow Geographical Information Systems information to be available to all departments	Important	Planning	2010
Additional Geographical Information Systems (GIS) staff	Critical	Planning	2010
Build a state-of-the-art facility that encourages lifelong learning opportunities to the public and provides a central repository for Lumpkin County historical information	Critical	Public Library	2011
Participate in Strategic Planning updates	Important	Public Library	2009
Apply for more grants	Critical	Public Library	2009
Implement 20-year road plan	Critical	Public Works	on-going
Apply for DOT funds adhering to funding guidelines	Critical	Public Works	on-going
Develop and implement a rotation or replacement plan for equipment	Critical	Public Works	2009
Develop a long range transportation plan	Critical	Public Works	2010
Survey successful Senior Centers in fast growing counties to be prepared for growth	Important	Senior Center	on-going
Monitor demographic of Lumpkin County as it changes to reflect growing senior populations	Critical	Senior Center	on-going
Monitor adherence to state and federal policies and change as needed	Show stopper	Senior Center	on-going
Apply for more grants	Important	Senior Center	on-going
Continue to obtain grants for equipment and personnel	Important	Sheriff's Office	2009
Continue steps toward obtaining state certification	Important	Sheriff's Office	on-going
Incorporate shared GIS (Geographical Information Systems) data between departments and other county agencies	Critical	Tax Assessor	2010
Expansion of office to facilitate a conference room and adequate storage for growing areas	Important	Tax Assessor	2009

Appendix E: Strategic Action Items for the next five to ten years

Strategic Action Items	Priority	Core Strategy	Office or Department	Implementation Date
Construct additional kennels to reduce overcrowding	Critical	4	Animal Shelter	2012
Three new office computers, updated at least biannually.	Critical	3	Election	
Office large enough and removed from elected officials' offices in order to accommodate early/absentee voting in office, as well as separate areas for election equipment storage, election supply storage, voter registration/customer counter and private offices.	Critical	1,2,3	Election	2113
Part-time personnel position going full time during election years.	Critical	2 & 3	Election	2012
Cell Phones for all Poll Managers on election day.	Critical	2 & 3	Election	2012
Copier that can handle thousands of copies, scan, print multiple size envelopes by the hundreds, and produce color copies for producing poll worker training material and voter mail outs.	Important	2 & 3	Election	2012
Complete renovation on Captain McDonald's House.	Critical	3	Park & Rec	2013
Construction of Blackburn Park i.e. Sporting Fields, Concession Buildings, Pavilions, picnic areas, Fishing Pond etc.	Critical	1	Park & Rec	2012 - 2018
Conduct transportation study to determine needs for future roads and improvements	Critical	1	Public Works	2012
Larger facility to accommodate growth in senior population.	Critical	1	Senior Center	2012
New technology to enhance mental alertness and challenges	Important	2	Senior Center	2012
Technology to track home delivered food and food routes (Ex. Bar coding)	Critical	4	Senior Center	2012
Heated swimming pool to prolong ability to exercise without injury	Critical	1&2	Senior Center	2012

**Addendum #1: COMPREHENSIVE PLAN SHORT-TERM WORK PROGRAM
2005-2009**

PLAN ELEMENT	DESCRIPTION	2 0 0 5	2 0 0 6	2 0 0 7	2 0 0 8	2 0 0 9	DEPT. RESPONSIBLE
Community Facilities	Replacement of patrol vehicles. Four per year.	X	X	X	X	X	Sheriff Department
Community Facilities	EMS – Update E911 mapping.		X	X			EMS and Planning
Community Facilities	EMS Ambulance replacement – two new vehicles.		X				EMS
Community Facilities	Construct new fire station at GA 400 and Chesterra Road.	X	X				Fire Department
Community Facilities	Solid Waste; Construct a new recycling center at Red Oak Flats.	X					Administration
Community Facilities	Purchase Fire Engine, pumper truck	X					Fire Department
Community Facilities	Purchase Recycling Truck	X					Administration
Community Facilities	Construct new county shop		X	X			Public Works
Community Facilities	Develop Yahoola Creek Park Complex	X	X	X	X	X	Park and Recreation
Community Facilities	Park improvements reservoir area; Joint with City.	X	X	X	X	X	Park and Recreation
Community Facilities	Water Master Plan Implementation	X	X	X	X	X	Water and Sewer Authority
Community Facilities	Sewer Improvements at GA 400 and SR 60. Lines and pump station.	X	X	X			Water and Sewer Authority
Community Facilities	DOT LARP; 6.5 to 9 miles per year.	X	X	X	X	X	Road Dept
Community Facilities	Pave seven additional mile of county roads annually.	X	X	X	X	X	Public Works, Road Dept
Community Facilities	Bridge Replacement	X					
Community Facilities	Bicycle and pedestrian trail from Yahoola Creek Park to reservoir. Include in regional plan.	X	X	X	X	X	Park and Recreation
Land Use	Update Sign Regulation	X	X				Planning Department
Land Use	Develop landscape regulations.	X	X				Planning Department
Natural Resources	Develop and Watershed Management Plan for reservoir.				X	X	Planning Department
Community Facilities	Locate and construct new library.				X	X	Library Board

COMPREHENSIVE PLAN SHORT-TERM WORK PROGRAM continued							
Community Facilities	Study Courthouse and Administrative facility space needs.	X	X				
Economic Development	Encourage additional commercial and restaurant development in the 400 corridor	X	X	X	X	X	Chamber
Economic Development	Work with Dahlonega to continue as the economic center for the county, and downtown as the tourism center.	X	X	X	X	X	Chamber
Economic Development	Develop a master plan of short-term and long term infrastructure improvement, specifically for water, sewer and roads.			X	X		Water and Sewer Authority, Road Dept.
Economic Development	Work with surrounding jurisdictions to develop regional efforts to identify and recruit business and industry to Lumpkin County and surrounding community	X	X	X	X	X	Administration, Chamber
Economic Development	Encourage a job base that allows the greatest level of employment for citizens.	X	X	X	X	X	Chamber
Housing	Encourage a variety of housing options for a growing population, including affordable housing.	X	X	X	X	X	Planning Department, Admin.
Housing	Provide housing education opportunities for all citizens in Lumpkin County		X	X	X		Planning Department, Admin.
Housing	Allow for affordable housing by using creative technology incentive programs that allow for the accomplishment of said housing.			X	X	X	Planning Department, Admin.
Population/ Service Delivery	Study and evaluate the growing and diverse population, accentuated by ever changing population groups, to assist in formulation of policy in the delivery of county services, and create efficiency in delivery of services.			X	X		Administration
Population	Develop a program that will encourage volunteerism in Lumpkin County.		X	X			Administration
Population/ Community Facilities	Encourage the establishment of a regional post-secondary technical education facility in Lumpkin County, that would support non-traditional scheduling/night school.			X	X	X	Administration, Chamber
Historic	Conduct a Historic resources survey county wide, including a cemetery survey.		X	X			Administration
Historic	Establish a Lumpkin County Historic Society.		X	X			
Historic	Encourage the development of a heritage tourism program, including tourism trails.			X	X		Chamber
Natural Resources	Work with Dahlonega on the development of water resources from the Yahoola Creek Reservoir, including providing funds where necessary.	X	X	X	X	X	Administration.

COMPREHENSIVE PLAN SHORT-TERM WORK PROGRAM continued

Natural Resources	Identify all sources of water in Lumpkin County to possibly consider a well and tank system.		X	X			Water and Sewer Authority.
Community Facilities	Develop a Master Recreation Plan		X	X			Park and Recreation
Community Facilities	Move some general administration offices into the old library space					X	
Community Facilities	Study and develop a county wide emergency response and alarm system		X	X	X	X	EMA Director
Transportation	Traffic study for all state routes and major county road, including an outer Dahlonega by-pass and alternatives for the Appalachian Scenic Corridor.			X	X		Administration
Transportation	Encourage the Appalachian Scenic Corridor to locate in the southern portion of the county, not through Dahlonega.	X	X	X	X	X	Administration Policy
Transportation	Continue the Frogtown extension to Turner's Corner.	X	X	X			
Transportation	Encourage bicycle and pedestrian routes in GA DOT planning (Appropriate state routes and county roads).		X	X	X	X	Planning Department
Land Use	Develop a master plan for Highway 60 from Dahlonega to GA 400		X	X			Planning Department
Land Use	Study and implement an Impact Fee program.		X	X			Planning Department